

<p>1 RECORDING</p> <p>2 MR. TABER: How do you know that you</p> <p>3 actually, you know, arrived at a root cause of the</p> <p>4 issue? Like, you go through that process maybe once,</p> <p>5 twice, three, four times. How do you know at what</p> <p>6 point, okay, this is my root cause and I'll stop and</p> <p>7 this is what it is? How -- at what point do you know?</p> <p>8 MR. OAKES: Yeah, I have multiple answers to</p> <p>9 that. Number one is what's the lowest level at which</p> <p>10 you have control? The real root cause may be outside</p> <p>11 our control. As a matter of fact, I sometimes joked</p> <p>12 that I had a Ford Explorer one time that wouldn't</p> <p>13 start, and I blamed it on Henry Ford's mother because</p> <p>14 if she hadn't had Henry Ford, there wouldn't have been</p> <p>15 a Ford Motor Company and there wouldn't have been a</p> <p>16 Ford Explorer.</p> <p>17 A little bizarre, but you understand what</p> <p>18 I'm saying, is you could always ask why again, but</p> <p>19 where does my control stop? Well, my control stops</p> <p>20 with that particular vehicle, and what can I do to</p> <p>21 prevent that particular issue from occurring again on</p> <p>22 that specific vehicle? So the same way an</p> <p>23 organization, it may be an issue that's caused by a</p> <p>24 vendor, but I can't control that vendor. I might be</p> <p>25 able to influence it, but I can't control it.</p>	<p>1 CERTIFICATE OF TRANSCRIPTIONIST</p> <p>2</p> <p>3 I, Micah Hodgens, Legal Transcriptionist, do</p> <p>4 hereby certify:</p> <p>5 That the foregoing is a complete and true</p> <p>6 transcription of the original digital audio recording</p> <p>7 of the testimony and proceedings captured in the</p> <p>8 above-entitled matter. As the transcriptionist, I</p> <p>9 have reviewed and transcribed the entirety of the</p> <p>10 original digital audio recording of the proceeding to</p> <p>11 ensure a verbatim record to the best of my ability.</p> <p>12 I further certify that I am neither attorney</p> <p>13 for nor a relative or employee of any of the parties</p> <p>14 to the action; further, that I am not a relative or</p> <p>15 employee of any attorney employed by the parties</p> <p>16 hereto, nor financially or otherwise interested in the</p> <p>17 outcome of this matter.</p> <p>18 IN WITNESS THEREOF, I have hereunto set my</p> <p>19 hand this 4th day of March 2025.</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p> <p><i>Micah Hodgens</i> Micah Hodgens</p>
<p>1 The real answer for how you know it's a root</p> <p>2 cause, excuse me, is, is the organization going to be</p> <p>3 doing something differently in the future? That is,</p> <p>4 is the action that we're going to take as a result of</p> <p>5 this investigation, something that means we will be</p> <p>6 doing something that we have not done previously?</p> <p>7 Is it going to be either a new process or a</p> <p>8 change to a process rather than just fixing the</p> <p>9 problem? So that's really the better answer, but</p> <p>10 sometimes, we don't have that option.</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	<p>Page 2</p> <p>Page 3</p> <p>Page 4</p>

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